



From Leadership to Teamship: Unlocking the Power of the Human Factor in Leadership 5.0

I'm truly honored to be here — not just as a speaker, but as a witness to a shift already underway: a move from traditional work habits to more inclusive collaboration practices, tools and mindsets that enable bolder innovation.

As we step into what we call Leadership 5.0 five point zero, guided by five revolutionary drivers — education, innovation, civil society, AI + tech, and art — we are embracing a new paradigm: one that integrates sustainability, humanity, and innovation.

Today, I want to explore with you one of the most profound shifts within this transformation: the move from Leadership to Teamship.

In the mainstream, many still hold on to outdated leadership models — hierarchical, top-down, isolated. But those of us on the frontline of leadership evolution already see it differently: the future belongs to teams where individuals lift each other, share ownership, and pursue world-class performance together.

So, what powers this shift? Something ancient, essential, and timeless: our humanity. How we behave. How we interact. How we work together.

The most beautiful thing about this shift is that when we change our teams — we change the world. This is something truly transformative — for each of us, for our organizations, for society, and for the world.

Teamship means creating the kind of environment where everyone gets stronger, and more courageous — together.

In Leadership 5.0 five point zero, the leader is not the lone hero. It's not about one person driving results, giving feedback, coaching the team members or keeping morale and energy high.

In Teamship, the team holds each other accountable, provides peer-to-peer feedback, and takes shared responsibility for energy, growth, and results.

Everyone matters. Everyone takes care. Everyone rises.

The theorist behind this idea of Teamship is the TOP team-coach Keith Ferrazzi, from the USA who has worked with thousands of teams over the past 20 years. His research institute, Greenlight in USA, has monitored the dynamics and best practices of more than 3,000 teams worldwide.

Teamship is not just a mindset — it requires concrete practices. Why?

Because practices are the most accessible way to help a team shift behavior —, transform its culture. These practices don't need to be complicated. On the contrary, they should be simple, targeted, and easy to implement. And when repeated consistently, they can have a tremendous impact.

The key enabler of Teamship is what Keith Ferrazzi calls "Co-Elevation."

Co-Elevation means we don't just work together — we commit to go higher together. It's a shift from individual contribution to mutual commitment.

We actively support one another, challenge each other, and hold each other accountable — not out of obligation, but out of shared purpose and trust.

We need to start focusing on truly sharing with one another. Sharing taps into one another's humanity, to empathize with the others, to serve each other.

To do that we need an intentional decision: the decision to make the choice to take care of each other. Because once I know you care about me, you are profoundly interested in working with me and interacting with me, I will take you and your ideas in consideration, I will respect you, I will be open even if I don't agree with you.

And here is the crucial task as a leader, I quote here Keith Ferrazzi: "To get our team to know that they have got to produce a higher degree of relational commitment among each other for all this to work, they are responsible for that." End of the quotation.

Co-Elevation creates a safe environment where vulnerability is strength, feedback is a gift, and growth is collective. And what I've seen is powerful: when teams embrace *Co-Elevating behaviors* — they unlock not just better performance, but deeper connection, shared ownership, and transformational results.

The Shift – The Social Contract

But Co-Elevation alone is not enough. To truly anchor this new way of working, teams need a shared agreement — a visible, living commitment to how they want to collaborate, lead, and grow together. This is what we call the Social Contract.

A Social Contract is not a document. It's not a set of rules or job descriptions. It's a co-created agreement — an act of intentional design — that defines how we show up for one another every day.

It reflects our collective ambition, our shared values, and the behaviors we choose to hold each other accountable to. It includes key dimensions such as:

- How we collaborate, engage and hold each other accountable
- How we treat one another and speak at each other
- How we speak candidly and courageously in service of each other and the mission
- How we navigate conflict and how we intentionally build strategical relationships

- **How we maintain each other's engagement, celebrate success and demonstrate gratitude**

The Social Contract is the backbone of team success. On the slide, you can see the 8 Dimensions for High-Performing Teams and Helpful Questions. Due to time constraints, I will not read them aloud, but you can have the slides at the end as documentation. Teams that commit to a Social Contract operate with greater clarity, trust, and momentum. They're not afraid of healthy conflict. They give and receive feedback regularly. They make psychological safety a real lived, daily experience. The Social Contract is the backbone of team success.

My experience and a few practices

As the Team-Coach Keith Ferrazzi is one of my mentors, I've already integrated some of these practices and tools into my work with clients.

As a leadership coach, I've seen teams flourish once they move from assumptions to agreements. From politeness to authenticity. From silence to brave dialogue.

In my coaching work, I've seen how transformational this is. When a team sits down and says: *"This is how we show up for each other"*, something changes. Power becomes more distributed. Trust increases. And innovation flows — not from the top, but from every voice in the room.

Let me leave you with three concrete shifts you can bring to your leadership practice:

FIRST: From control to co-creation.

Don't dictate expectations — design agreements together.

SECOND: From perfection to presence.

Dare to be real. Make space for emotional honesty and vulnerability.

THIRD: From performance to purpose.

Help your team connect what they *do* with why it *matters*.

Because the future of leadership won't be built by strategy decks alone. It will be built by conscious, courageous conversations. Not just directions.

Bringing Teamship to Life

Maybe you might ask: Eleonora, but how do we begin?

I would like to conclude with 3 Practices to bring Teamship and Co-Elevation to Life, used by high-performing teams around the world who create intentional moments of connection, vulnerability, and courage.

First: *Yoda in the Room*

"Being Yoda" is a group feedback technique developed by Keith Ferrazzi, aimed at fostering transparency, courage, and openness within teams. This practice transforms the atmosphere of the meeting, promoting transparency, courage, a fear-free environment, more honest conversations and a shift in perspective.

Introduction: At the beginning of the meeting, explain who Yoda is and what qualities he embodies: Yoda is the famous character from Star Wars, known for his wisdom and empathy.

- Select 2-3 individuals (depending on the group size) to assume the role of Yoda.
- Inform the group that being Yoda means that they can, at any time, ask the following questions:
 - *What is not being said?*
 - *What needs to be said?*
 - *What risks need to be addressed?*

This tool can also be used in remote meetings by assigning a Yoda to each group. Each Yoda will then lead the discussion in their breakout session. At the end, the Yodas will report back on what was shared.

Second: *Intimacy Dinner*

The „Intimacy Dinner“ is just what the name suggests. This is the cornerstone practice of teamship. Once every quarter, bring your team

together for a shared meal with the purpose of deepening mutual understanding through storytelling and open sharing. Intimacy Dinners are moments for genuine peer connection and deeper insight—not just about what’s happening now, but about the experiences that brought us here and the values and motivations guiding where we're headed.

Format: The format is a simple round-robin:

- start with one or two volunteers—this helps ease others into the process—and then continue around the table.
- There is no interruption, no response, just deep listening.
- You only need one powerful question to guide the evening.

Here are a few examples that work particularly well:

- *What experience from your past has most shaped who you are today?*
- *What are you afraid you will not be able to accomplish in your lifetime?*
- *What do you want team members to understand about you that they might not know?*

This practice deepens trust, unlocks empathy, and creates the psychological safety that fuels innovation. What is shared stays within the group in a space of vulnerability. It’s this deeper understanding and empathy that forms the basis for high-trust, high performance teamship. This is a game changer!

Third: Peer Celebration

Peer Celebration is a monthly round-robin practice where each team member takes a moment to express appreciation for a colleague. The gratitude shared should be specific and meaningful—it's a valuable opportunity to reinforce the positive behaviors aligned with the team’s new social contract, recognizing each other — not just for results, but for behaviors: courage, empathy, active listening, or generosity.

Begin with a moment of reflection around three questions:

- 1) *Who am I grateful for?*
- 2) *Why am I grateful for this person?*

3) How has this person positively impacted me or the team?

After giving everyone a moment to reflect on what they're grateful for, the team leader should go first. This helps set the tone and depth for the sharing, offering a model for the others to follow.

These practices don't require big investments — they require intention. And repeated over time, they don't just improve performance — they shift culture from the inside out. Peer celebration reinforces shared leadership and strengthens the emotional fabric of the team.

Closing Line

Your job as a leader is the facilitation of collaboration and co-creation. Leadership 5.0 five point zero is a shared commitment. A daily practice. And a belief that when we elevate one another, our organizations, families, societies and our world – rise with us! Thank you, grazie!

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